

# NLS Writing Assignment Instructions

## Assignment Objectives:

Prepare a 1-page written leadership example that illustrates working together across organizational lines. Complete this assignment prior to arriving at the NLS!

The story can be yours, or it can be one that you have heard from a colleague, supervisor, or subordinate.

The story should be less than one page in length and follow the formatting style shown below. See the 'Assignment Samples' section for ideas.

Bring 1 copy of your story with you to the NLS. You will participate in a breakout group session titled "Leadership in Action: Working Together Across NOAA." Each group will be comprised of 15-30 attendees. During the breakout group session, you will be divided into small groups of 3-4 people to share your story. Each small group will select 1 example to be shared with the larger 15-30 person breakout group. All stories will then be posted in the main meeting room for NLS participants to review.

## Assignment Format:

**Title of Story (14 pt font, bold)**

**Submitted by: Your Name, Your Title, NOAA Line/Corporate Office (12 pt font, bold)**

**NOAA Line/Corporate Offices Involved:** (12 pt font, regular)

**Others Involved:** (12 pt font, regular. Enter other groups involved if applicable. If not, delete this row).

**Issue:** (12 pt font, regular)

**How/In What Ways Did You Demonstrate Leadership:** (12 pt font, regular)

**Outcome:** (12 pt font, regular)

## Assignment Samples:

Previous NLS participants from the 2007 and 2008 NLS have volunteered to share their writing assignments with you. Please review them for inspiration and ideas as you prepare to write your assignment.

Although some of the following examples are longer than one page, please limit your story to 1 page or less.

Refer to the Table of Contents table below to quickly locate samples from your Line Office or Corporate Office (LO/CO). Note that we do not currently have any examples from OMAO.

**Table of Contents:**

| LO/CO             | # of Samples | Page(s) |
|-------------------|--------------|---------|
| NESDIS            | 2            | 2-5     |
| NMFS              | 6            | 6-12    |
| NOS               | 5            | 13-18   |
| NWS               | 5            | 19-24   |
| OAR               | 1            | 25      |
| Corporate Offices | 1            | 26-27   |

**NESDIS**

**Getting to Pre-Ship Review in a Satellite Sensor Development Program**

**Submitted by: Jae Y. Choe, General Engineer, NESDIS/NPOESS-IPO**

**NOAA Line/Corporate Offices Involved:** National Polar-orbiting Operational Environmental Satellite System-Integrated Program Office (NPOESS-IPO), National Environmental Satellite, Data & Information Service (NESDIS)

**Others Involved:** NASA, USAF, Aerospace Corporation

**Issue:** NOAA's IPO office is currently managing the development of a next generation satellite system called National Polar-orbiting Environmental Satellite System (NPOESS). This satellite is a complex system that comprises several on-orbit remote sensing sensors. One sensor is called Cross-track Infrared Sounder (CrIS). Before the sensor contractor officially deliver the sensor to the spacecraft integration plant, they need to demonstrate that all the requirements are met and demonstrate that the sensor is capable of operating as it was intended and designed to. This effort is called requirement verification or sensor sell off activity and must be accomplished before the sensor is shipped. The Pre-Ship Review is the official event that authorizes the sensor shipment by acknowledging that all requirements were verified and met. The requirement verification effort has been very time-consuming requiring the review and approval of large amount of test data, documents and artifacts. For CrIS, there are over 1400 class I requirements to be met. Furthermore, during the review process, there have been many disagreements in requirement verification and proper procedures were needed to bring the disagreements into the closure.

**How/In What Ways Did You Demonstrated Leadership:** As a deputy sensor manager for the CrIS program, I've been leading the requirement verification and the sell off effort as a

preparation for the PSR. Being new to the program, I didn't know many supporting technical experts in our program office and those in other organizations, such as Aerospace Corporation and NASA. First thing I had to do was to familiarize myself with the requirements and find out what types of technical resources are needed. Next, I had to make a list of available yet necessary technical experts and reached out to them by assigning them specific tasks. Division of labor was obviously a big factor in this effort.

During the process, a close and transparent working relationship among my team, prime contractor, sensor contractor, and other participating organizations was essential to minimize the miscommunication and confusion. This was also essential to efficiently plan and execute the verification effort and to resolve the disagreement in a timely manner. I found it helpful to make a visualized form of project such as the burn down plan with milestone and keep track of the progress. As a lead in this effort, I had to fill the gap of technical fields where we lack the resources. One of the difficulties was how to handle when our team disagrees with the prime or sensor contractor in requirement verification. To handle this, we submitted official written action items to the prime and sensor contractor for them to respond or we requested them to submit waivers to bring the issues to the closure. Based on my best judgment, sometimes it was necessary to promptly elevate the unresolved and potential mission impacting issues to the level above me. In this way, a wider community can be involved to assess the risk to the higher system level and arrive at the best available solution.

**Outcome:** As the sensor pre-ship review date is approaching our team has already reviewed more than 1000 requirements verification artifacts and many other PSR related documents. Our team also expects that we will finish the remaining sell off activity before PSR. As always, we found that there is a better and efficient way to handle the work as we accomplish this activity. One example is maintaining a good centralized record keeping system and communication methods that support the system. Storing and maintaining the reviewer's comments in the system helped the team to go back and retrieved the work they've done and to keep track of what has yet to be done.

### **NOAA + University = Benefits for Everyone**

**Submitted by: Larry Ledlow, Jr., Senior Systems Engineer, NESDIS/OSO/FCDAS**

**NOAA Line/Corporate Offices Involved:** NESDIS, NWS, NOS, NMFS

**Others Involved:** University of Alaska Fairbanks, USAF, USGS, BLM, State of Alaska

**Issue:** Alaska is a vast area far from the densely populated Lower 48 and has few roads and population centers. Meeting the regional information needs for agencies and researchers in a timely manner can be challenging. Much of this information can be obtained only with remote

sensing satellites. Operational applications include weather forecasting, natural resource management, pollution control, space environment monitoring, and many more.

Until recently, however, delivery and utilization of numerous data sets from spaceborne sensors were very limited, particularly by those users with critical operational needs. Potential users had no central access that permitted ordering or obtaining satellite-derived products related to Alaska, and rapid-response delivery often proved problematic.

This was dramatically demonstrated during the severe wildfire season of 2004.

Smoke conditions and fire behavior precluded much reconnaissance on the ground or by aircraft, and wildfire management teams had to wait days for satellite images to be delivered through traditional channels. Another example came to light during that same year, when the NWS had insufficient satellite data to give more than a brief warning to residents of Barrow and the Arctic Sea coast of a severe storm approaching from the polar cap.

Fortunately, many of the technical, management, and administrative elements to meet these challenges were already in place. They simply needed to be brought together. The NESDIS Office of Satellite Operations (OSO) maintains the Fairbanks Command and Data Acquisition Station (FCDAS), which has a primary mission to operate NOAA's Polar Operational Environmental Satellites. It also provides support to the Defense Meteorological Satellite Program (DMSP) and Windsat/Coriolis, and the site offers contingency operations for NASA's AQUA and AURA satellites. FCDAS is a highly capable, versatile satellite ground station. The university in Fairbanks had recently established the Geographic Information Network for Alaska (GINA) to provide a "one-stop shop" for remote sensing data related to Alaska and the high arctic. GINA had an expanding customer base and was closely allied with federal and state agencies as well as researchers. Together, FCDAS and GINA could provide the basis for more effective access to satellite data for all users across the region.

**How/In What Ways Did You Demonstrate Leadership:** Leadership was demonstrated at many levels in developing an approach to better serve local, regional, and national interests in Alaska. First, the FCDAS station manager, Lance Seman, had to recognize the problems at hand, to see how NOAA overall could benefit, and to be willing to leverage the site's assets for collaborative ventures while continuing to meet primary mission requirements. He conveyed this vision to Kathy Kelly, director of OSO, who in turn demonstrated leadership by giving her support for a new way of doing business.

My own leadership role manifested in several different ways. First, having maintained excellent relations with the GINA director and many of his staff for over five years, I was able to facilitate the collaboration between FCDAS and GINA. As a former university employee, I had negotiated another agreement between them and NOAA, which would provide the administrative basis for the effort. I also led the technical development work to capture the satellite data and transfer it to GINA.

**Outcome:** Within a few months, FCDAS had established a reliable transfer mechanism of weather satellite images obtained from Fairbanks as well as a remote site in Barrow to archives

held by GINA. GINA also relayed the data to the local forecast office, a tenant at the university. The Alaska Volcano Observatory also uses these data sets to monitor volcanoes from the Cascades to Kamchatka. By the summer of 2005, another bad wildfire season, FCDAS and GINA had established a cooperative working agreement with USGS to receive LANDSAT 5 scenes over Alaska. These and images obtained from the AQUA MODIS instrument could be delivered to BLM and state wildfire managers within hours instead of days. The collaboration continues to expand significantly. Current projects include capture and delivery of regional real-time DMSP data to USAF and NWS, Polar Winds data derived from AQUA MODIS for NWS, and solar monitoring information acquired from the STEREO spacecraft to be delivered to the Space Environment Center. The inherent value in the FCDAS-GINA relationship also plays a key role in the recently established Alaska NOAA Regional Collaboration team, whose members represent NESDIS, NWS, NMFS, OAR, and NOS.

**Ecosystem Approaches to Fisheries Management:  
Congressional Delegation Information Events**

**Submitted by: Anne Allen, Fishery Biologist, NOAA Fisheries Service**

**NOAA Line/Corporate Offices Involved:** NOAA Fisheries Service, NOS, OMAO

**Others Involved:** National Science Foundation, University of California, San Diego, Scripps Institution of Oceanography (SIO)

**Issue:** NOAA Fisheries Southwest Fisheries Science Center (SWFSC) is responsible for management of the living marine resources in over 22 million km<sup>2</sup> of the Pacific Ocean and the Southern Ocean. Data from research cruises are used in support of U.S. stock assessments under the Magnuson-Stevens Fishery Management and Conservation Act, Marine Mammal Protection Act, Endangered Species Act, Convention for the Conservation of Antarctic Marine Living Resources, and the International Dolphin Conservation Program Act. Although NOAA Fisheries plays an important role in the conservation and management of the region's living marine resources, outreach at SWFSC in recent years has been extremely limited. There is a disconnect and a lack of awareness by local Congressional staffers of the existence and importance of the work conducted at SWFSC.

**How/In What Ways Did You Demonstrate Leadership:** I helped to organize two outreach events aboard the NOAA Ship *David Starr Jordan* to allow local Congressional staffers, members of the fishing community, and collaborators to interact with scientists and learn about the critically important work conducted by NOAA Fisheries. The first event was held May 25, 2007 at Pier 27 in San Francisco. While the ship remained docked attendees were given a tour and visited stations describing various ongoing surveys and research projects. A second event, hosted jointly with SIO, was held August 4, 2007 in San Diego Bay. Attendees were treated to a four-hour cruise in the Bay, and were able to look through "big-eye" binoculars, view plankton under microscopes, and see regularly used equipment such as CTDs, nets, and acoustics. Scientists from SWSFC, National Marine Sanctuaries (NOS) and SIO manned these interactive stations.

I demonstrated leadership by acting as a main point of contact in the planning and preparation of these two events. This involved coordinating with the Commanding Officer of the *David Starr Jordan*, and with research scientists from SWFSC and NOS. I also worked closely with SIO Public Affairs to design a station to highlight our years of close cooperative research. During each event I liaised with local congressional staffers, walking them through the stations and answering questions.

**Outcome:** These two outreach events provided an excellent opportunity to educate our constituents about the mission and goals of NOAA Fisheries SWFSC. Attendees included not only Congressional staffers but members of NOAA, NOS, NSF, UCSD, SIO, and representatives from industry. Through hands-on demonstrations and interactions with scientists, they left with a greater knowledge of the California Current ecosystem, its resources, and the role that SWFSC plays in providing scientific advice in an ecosystem approach to management.

## **Revisions to the Western Alaska Community Development Quota (CDQ)**

### **Program: Coordinating Statutory Changes to the Magnuson-Stevens Fisheries Conservation and Management Act**

**Submitted by: Obren Davis, Resource Management Specialist, NOAA Fisheries, Alaska Region**

**NOAA Line/Corporate Offices Involved:** Fisheries, Alaska Region; Fisheries, HQ; General Counsel, Alaska Region; General Counsel, HQ; Office of Legislative Affairs; and Office of Financial Services

**Issue:** Proposed changes to the Magnuson-Stevens Fishery Conservation and Management Act in 2006 required a coordinated response to Congressional staff requesting our input about proposed revisions to the statutory language that governs the CDQ Program.

The CDQ Program was designed to improve the social and economic conditions in western Alaska communities by facilitating their participation in commercial fisheries.

It began in 1992, and provides communities receive portions of annual catch limits for commercially-valuable fish and crab species. The harvest and sale of annual allocations provides revenues that fund local development projects. Annual CDQ revenues in 2005 were approximately \$134 million. The program originally was subject to stringent federal and State of Alaska regulation and oversight. As the program matured, program participants sought to decrease the level government oversight associated with the program, based on the beliefs that (1) their management structure is adequate to ensure that allocations and revenues are used appropriately and (2) they could operate more efficiently if subject to less government involvement in their corporate affairs.

**How/In What Ways Did You Demonstrate Leadership:** CDQ Program beneficiaries sought changes to the Magnuson-Stevens Act from Alaska's Congressional delegation early in 2006. Congressional staff approached NOAA staff to provide input and feedback on proposed statutory language that would replace existing Magnuson-Stevens Act language associated with the CDQ

Program. Various NOAA offices (listed above) became involved in interpreting and assessing the potential effects of the draft statutory language.

One of the principal people involved in this action was the CDQ Program Manager (my supervisor). She coordinated the analysis of what proposed statutory changes would mean to existing CDQ Program requirements and regulations. This involved drafting a progression of interpretations of how different versions of complex statutory language could affect NOAA Fisheries' program management and oversight role, vetting these interpretations with other NOAA components, and coordinating the submission of NOAA's suggested revisions to proposed statutory language to Congressional staff.

I spent a significant amount of time assisting with this process, including continuing the review and coordination of the proposed changes during my supervisor's temporary absence.

**Outcome:** Statutory changes to the CDQ Program were included in the Coast Guard and Maritime Authorization Act of 2006, which contained language that amended the Magnuson-Stevens Act. These changes had significant effects on how NOAA Fisheries manages this program. I am currently working on regulatory revisions to implement some these new statutory provisions. Having the opportunity to review and suggest changes to draft statutory language, in coordination with other NOAA units, greatly improved the degree to which we can effectively implement many of the changes to the CDQ Program mandated by the revised Magnuson-Stevens Act.

## **ESA Recovery Planning for Pacific Salmon and Steelhead**

**Submitted by:** Patty Dornbusch, ESA Recovery Coordinator, NMFS, Northwest Region

**NOAA Line/Corporate Offices Involved:** NOAA Fisheries Service (Northwest Region and Office of Protected Resources), Northwest Fisheries Science Center

**Others Involved:** Federal agencies (EPA, Bonneville Power Administration, US Forest Service, Bureau of Land Management, Corps of Engineers, etc.); state agencies (fish and wildlife managers, environmental quality managers, land managers, etc.); Northwest Power and Conservation Council; local governments; stakeholders (industry groups, elected officials, environmental groups, etc.)

**Issue:** The NOAA Fisheries Service Northwest Region faced the task of developing recovery plans for ESA-listed salmon and steelhead throughout most of the Columbia River Basin, Puget Sound, and Oregon Coast. We believed the plans needed to be based on sound science, grounded in existing state and local processes, and supported by the multiple federal, state, local, tribal, and private entities that would need to take action to achieve recovery of these species.



In response to this challenge we developed an approach to recovery planning that involved establishing a number of Technical Recovery Teams (TRTs), chaired by Northwest Fisheries Science Center (NWFSC) staff and including scientists from multiple entities. TRTs provided core technical products for recovery planning. In addition, the Northwest Region collaborated with state, tribal, local, and other federal stakeholders to develop appropriate planning forums in a number of geographic areas, building to the extent possible on ongoing, local efforts. These planning forums used TRT and other technical products to agree on recovery goals and limiting factors and then to develop locally appropriate and locally supported recovery actions needed to achieve recovery goals. We also coordinated with the Office of Protected Resources to ensure that they understood and supported this approach.

**How/In What Ways Did You Demonstrate Leadership:** NOAA Fisheries Northwest Region demonstrated leadership by (a) recognizing that without local support, recovery plans were unlikely to be implemented and therefore unlikely to be successful and responding with a planning approach likely to create local support; (b) ensuring that plans had a strong technical foundation and relied on NOAA technical expertise and products; (c) convening appropriate partners and stakeholders and providing facilitative leadership in these planning forums; (d) ensuring that plans met ESA statutory requirements; and (e) coordinating across divisions within the region and with HQ to ensure internal involvement in and support of recovery plans.

**Outcome:** ESA recovery plans that are supported by the NWFSC, NWR, HQ, and by the multiple federal, state, local, tribal, and private entities that will be asked to implement recovery actions.

## **NOAA's Coastal Restoration in Louisiana: The Pecan Island Terrace Creation Project**

**Submitted by:** John D. Foret, Research Fisheries Biologist, National Marine Fisheries Service (NMFS), Southeast Fisheries Science Center (SEFSC)

**NOAA Line/Corporate Offices Involved:** NMFS/SEFSC, NMFS SERO, NMFS OHC

**Others Involved:** State of Louisiana Department of Natural Resources, USDA Natural Resources Conservation Service, DOI US Fish and Wildlife Service, EPA, US Army Corps of Engineers

**Issue:** Wetlands in Louisiana are in decline. SEFSC scientists have been contributing to the development, construction, and after construction monitoring of restoration project in the Coastal Wetlands Planning, Protection, and Restoration Act (CWPPRA) since the Program's inception in 1991. The Pecan Island Terrace Creation Project is located in Vermilion Parish approximately 5 miles north of the Gulf of Mexico encompassing 1,950 acres of open water. Initially, the area was fresh water marsh that was converted to pasture land by continuous dikes around the

perimeter and forced drainage. Loss of landscape elevation and deterioration of the perimeter dikes lead to the conversion to open water.

**How/In What Ways Did You Demonstrate Leadership:** I am a Federal restoration project manager for NMFS in the CWPPRA Program as it relates to coastal fisheries habitat restoration in the western half of Louisiana. As a Federal project manager of CWPPRA projects, I have applied the fundamental principles of biology and ecology while performing my duties that include proposed project site evaluation, formulating and developing a restoration plan, developing a cost estimate for the proposed restoration plan, overseeing project budget, project design, implementation, inspection, evaluation of contractor efforts, and post-construction biological and engineering monitoring. These projects involve cooperative work with the state of Louisiana (our Program partner) along with the U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, Environmental Protection Agency, and U.S.D.A. Natural Resource Conservation Service during the development of National Environmental Policy Act (NEPA) compliance reports, which include assessment of the biological requirements of managed or protected marine species, and individual project engineering and biological monitoring plan development.

**Outcome:** The project was completed in August 2002. Project features include construction of earthen terraces over a substantial portion of the project area. The 179,800-feet of earthen terraces consist of dredged bottom material deposited in 500 ft long berms to reduce wind generated wave fetch, facilitate organic matter production and sediment settling enhancing marsh development. The result is projected to be 650 acres of marsh established over the next 20 years. Cost: \$2.8 million.

### **Research in Papahānaumokuākea Marine National Monument: NMFS and NOS Working Together**

**Submitted by: Sarah Malloy, Management and Program Analyst,  
National Marine Fisheries Service (NMFS), Pacific Islands Fisheries Science Center  
(PIFSC)**

**NOAA Line/Corporate Offices Involved:** NMFS/PIFSC, National Ocean Service, National Marine Sanctuary Program & Papahānaumokuākea Marine National Monument

**Issue:** PIFSC scientists historically have performed vital fisheries and ecosystem research in the Northwestern Hawaiian Islands (NWHI), where the Papahānaumokuākea Marine National Monument (Monument) is located. As part of the administration of the Monument, the co-managers established a permitting program to ensure that all activities taking place in the Monument are consistent with the Monument's purpose, i.e., to protect and conserve the fragile NWHI ecosystem. Any and all activities, including research, have to be permitted before persons are granted entry into the Monument. PIFSC scientists were concerned that the new

permit requirements would hamper their ability to access the NWHI and interrupt their multi-year research plans.

**How/In What Ways Did You Demonstrate Leadership:** The Director's Office responded to requests from Principal Investigators to facilitate the permit application process with the Monument. I and other Director's Office staff convened meetings with Monument staff to discuss and establish timelines for application submission, inventory required documents, and assign roles and responsibilities among ourselves. We also established central points of contact (POCs) between the two agencies to ensure that questions and information could be transmitted smoothly. These POCs also serve as a repository for lessons learned about the process that could be used in the future to address new problems as they arose.

**Outcome:** We foresee that the permitting process for FY08 will go much more smoothly than during the previous two years. In particular, roles have been clarified and all stakeholders have a better sense of the lead time necessary for submitting applications and associated required documentation. By having a central point of contact, lessons learned and documentation common to multiple applications can be stored and retrieved easily so that new applicants don't have to "reinvent the wheel" when preparing applications. In addition, Monument administrators can be assured that PIFSC scientific research planning will take into account Monument directives and requirements, thereby ensuring consistency with the purpose and intent of the Monument designation.

## **A Regional Approach to Mitigating the Impacts of Oil Spill Response Activities on Listed Species and Critical Habitat**

**Submitted by: Jeremy Rusin, Fishery Biologist, NOAA Fisheries Service**

**NOAA Line/Corporate Offices Involved:** NOAA Fisheries Service & NOAA's National Ocean Service

**Issue:** To assess and minimize the impact of oil spill response activities on ESA-listed species and critical habitat in the Northwest Region. NOAA Hazmat (NOS) works with the US Coast Guard (USCG) to respond to spills of oil and other hazardous materials. Response techniques can have unintended consequences including impacts to listed species, critical habitat and other components of the environment. The ESA requires that these impacts be described and minimized so that this and other federal actions do not jeopardize listed species or adversely modify critical habitat. This project was designed to conduct a programmatic assessment and minimize or mitigate any impacts of response activities prior to a spill. An additional benefit of the project was decreased administrative burden conducting assessments of impacts under the ESA following each response.

**How/In What Ways Did You Demonstrate Leadership:** The success of this project depended upon close coordination staff at NOAA Hazmat who coordinate oil spill responses and staff at NOAA Fisheries Service who evaluate impacts of human activities on ESA-listed species and designated critical habitat. As a member of the NOAA Hazmat team, I liaised between the two NOAA line offices and with the USCG to ensure that each entity had the information needed to complete the project. While each had the same overarching goal – to complete a regional evaluation of impacts associated with oil spill response activities and strategies to minimize those impacts – the three entities involved have different priorities and mission statements. My role was integral to balancing those priorities to help reach our common goal. I displayed leadership by understanding the needs of the project and exhibiting flexibility by filling different niches depending on the situation.

**Outcome:** The team of NOAA Fisheries Service and Hazmat, along with Coast Guard, completed on schedule a programmatic evaluation of impacts associated with oil spill response activities and strategies for minimizing those impacts for the Northwest Region. The regional product was the first of its kind, providing a model for other regions to follow. One product of the project included a pocket tool that is used for first responders to guide what techniques should be used to maximize effectiveness of the cleanup and minimize impacts to ESA-listed species and critical habitat. This approach drastically reduces the number of post-response evaluations of impact that are required because the impacts of the most common response techniques have already been assessed and designed to minimize unintended impacts.

## **Protecting the Channel Islands National Marine Sanctuary**

**Submitted by: John Armor, Policy Analyst, NOS**

**NOAA Line/Corporate Offices Involved:** NOS, NMFS, PPI, OLA, and UNSEC

**Issue:** Marine resources in the Channel Islands National Marine Sanctuary are in decline. The State of California and NOAA initiated a process in the late 1990s to consider the use of marine zones, including no-take marine reserves, to help restore the decline resources. After two years, a conceptual network of marine zones was designed through a collaborative stakeholder process. After three years, in 2003, the State had established marine zones in state waters of the sanctuary, but federal waters remained relatively unprotected. Finishing the administrative process to complete the network, however, proved to be very difficult.

**How/In What Ways Did You Demonstrate Leadership:** Although nearly everyone involved in the process agreed that additional protection for the marine resources of the sanctuary was needed, there was some internal and external controversy as to the legal mechanism that should be used to provide that protection. NOS preferred to provide the protection through the National Marine Sanctuaries Act, while NMFS preferred to use the Magnuson-Stevens Fishery Conservation and Management Act.

It took a sustained effort to facilitate agreement between NOS, NMFS, and UNSEC as to how NOAA's different legal mechanisms should be used in this case to provide the needed protection to sanctuary resources. This effort required a firm understanding of the different legal mandates and processes involved and to communicate those authorities verbally and in writing.

Once a general decision was made to use both legal mechanisms, my team and I were tasked with implementing the NOS regulatory action in the most expeditious manner possible, to assuage concerns expressed by several constituent groups and the State.

The NOS rulemaking required the preparation of a draft and final environmental impact statement, consultation with Congress the Governor of California, and public hearings in addition to the normal rulemaking requirements. This required several briefings and discussions with many throughout NOAA including NMFS, PPI, OLA, and UNSEC.

**Outcome:** The final regulations establishing marine reserves in the Channel Islands National Marine Sanctuary became final on July 29, 2007, after nearly ten years of effort.

## **Laying the Foundation for a NOAA Coral Matrix Program**

**Submitted by: Ellen J. Clark, Chief of Staff for the Office of Ocean and Coastal Resource Management, National Ocean Service**

**NOAA Line/Corporate Offices Involved:** National Ocean Service (NOS), National Marine Fisheries Service (NMFS), National Environmental Satellite, Data, and Information System (NESDIS), and Oceanic and Atmospheric Research (OAR).

**Issue:** In FY 2000, the NOS Office of Response and Restoration received \$6M to support the goals of the National Coral Reef Action Plan and in FY 2001 received \$10M. The challenge was to determine how best to allocate the funds across the agency to support a greater NOAA Coral Reef Conservation Program.

**How/In What Ways Did You Demonstrate Leadership:** Working with colleagues with many diverse and sometimes competing interests from across NMFS, OAR, NESDIS, and NOS, I led the development of 2 annual spending plans. While the immediate goal was the development of the annual plans, the longer term vision was to create an effective cross NOAA Coral Reef Conservation Program. Realizing this need to identify a common vision and touch stone for all those involved, I organized NOAA's efforts around the key principles of the National Coral Reef Action Plan and worked with the team to prioritize NOAA's role in implementing this plan.

I established cross NOAA working groups to focus on these thematic niches and charged the groups with identifying funding priorities for coral reef conservation activities within these focus areas e.g., mapping, monitoring, research, and coastal management. I further encouraged cross NOAA collaboration by placing a higher funding priority on integrated projects that utilized the skills and capabilities of multiple line offices. I also established weekly meetings between NMFS and NOS leadership and key staff to discuss the focus of the program for the present and out years.

**Outcome:** Through strong communication, transparent decision making, and walking the talk of collaboration we began to work as a cohesive cross NOAA Coral Reef Conservation Program. For the first time, coral reef conservation funding was allocated to collaborative, priority, cross NOAA initiatives aimed at conserving coral reef ecosystems. These early actions laid the foundation for the cross NOAA matrix program and the establishment of a matrixed leadership team to guide the program.

## **Rapid Elimination of an Estuarine Contaminant Hot Spot through Mobilization of Federal and State Agencies**

**Submitted by: Kenneth Finkelstein, Ph.D, Environmental Scientist, NOS/Office of  
Response and Restoration/Assessment and Restoration Division**

**NOAA Line/Corporate Office Involved:** NOS/OR&R and NMFS/Restoration Center

**Issue:** An opportunity to quicken by years the removal of contaminant hot spot.

**How/In What Ways Did You Demonstrate Leadership:** Led multi-agency review, agreement, and planning of estuarine capping of PCBs by using materials planned for deep water disposal.

**Outcome:** Within one month, a PCB hot spot was covered, allowing for natural resource recovery and restoration activities.

The assessment, cleanup, and settlement of natural resource injuries at marine and estuarine hazardous waste sites involve many agencies and individuals. Very often, most have a different opinion of the collected data and on how to remedy the site, and compensate the public for the natural resource injuries. Besides NOS, NMFS, and GC, who make up the Damage Assessment, Remediation, and Restoration Program (DARRP), those involved usually, include EPA, DOI, DOJ, the affected State(s), the responsible parties, and the public. As NOAA's natural resource coordinator in the six New England States, I am obligated to bring these parties together to discuss settlements that all the federal, state and private sector parties can agree to while providing concrete environmental and possibly recreational benefits to the public.

Most coastal waste site remedies and natural resource restoration settlements are long and complex. Hence, during the summer of 2005 I offered a relatively simple solution to a PCB contaminated area in New Bedford Harbor in Massachusetts that was several years away from any action by EPA under their Superfund authority. That because EPA funding for such removal is lessening, resulting in my examining other options to lessen marine and estuarine natural resource impacts from the site PCBs. I was aware that the State of Massachusetts had contracted with a commercial dredging company to remove clean navigational dredge material from the harbor so that large vessels could safely move in and out of the country's largest fishing port. Rather than dispose of this material offshore, I assisted in bringing together EPA, the State of Massachusetts, the dredging contractor, the Army Corps of Engineers (who provide the disposal permits) along with several sediment capping experts to place this material atop a nearby PCB-contaminated zone in Buzzards Bay.

Initially the dredging contractor did not want the hassle of hitting a target, some at the State of Massachusetts were concerned the idea would delay the dredging and thereby delay the reopening of the channel, and the Corps of Engineers were not anxious to adjust a discharge permit they had already approved of. But after many phone calls and meetings, the new project

resulted in the State and contractor saving money by not having to move the subsurface clean sediment to a disposal area well offshore, the EPA saving money by not having to later dredge the contaminated marine zone, rapid protection of NOAA trust resources that are no longer in contact with the PCBs, and the public who will sooner, rather than later, not have to worry about unintentional contact with the PCBs. Lastly, I contacted the NOAA regional navigational coordinator so that the local NOAA charts could be adjusted given the increase of approximately 2 feet from the coverage of the clean capping material. The project resulted in only winners – for both the public and the agencies involved with the decision making.

### **Developing a Web Site that Captures NOAA's Rich History: Celebrating200Years.noaa.gov**

**Submitted by: Carol Kavanagh, Technical Information Services Branch Chief,  
Special Projects Division, Management & Budget Office, National Ocean Service**

**NOAA Line/Corporate Offices Involved:** NMAO, NESDIS, NWS, NMFS, OAR and NOS

**Issue:** As part of NOAA's 200<sup>th</sup> Anniversary Celebration, a comprehensive record of NOAA accomplishments spanning its 200-year history would be presented in a single public Web site. NOAA leadership asked the NOS Special Projects Office to develop the site and NOAA line offices proposed to author 145 articles, each 1,500-2,000 words in length, to serve as the core content. Articles would focus on foundations (NOAA's history), transformations (changes over the last 30 years) and visions (NOAA's future).

**How/In What Ways Did You Demonstrate Leadership:** A team of federal employees and contractors within Special Projects, lead by Davida Remer, designed and built the 200<sup>th</sup> Anniversary Site. The key content for the site was provided by authors across the lines. The Web team developed a contributor's kit as a guide for authors preparing content and served as the central point of collection for essays. Ms. Remer coordinated with representatives from each line office to ensure authors had the information they needed to develop the essays and that content was developed in time for editing and loading into Web pages.

In addition to working with authors to develop the essays, the Web team developed the "Top Tens" feature for the site. Skip Theberge, from NOAA's Central Library, and John Paul Tolson, from Special Projects, coordinated a cross-NOAA search for NOAA's most important people, events, breakthroughs and foundation data sets in the organization's history. NOAA employees submitted more than 150 nominations. A panel reviewed the nominations and selected 40 "Top Tens" along with honorable mentions. Mr. Theberge and Mr. Tolson researched and wrote essays describing the impact of each "Top Ten."



**Outcome:** A week ahead of schedule, the team launched the Web site with more than 800 pages and over 1,000 images. Throughout the year, the Web team has added collections spanning such topics as theodolites, artifacts from the USS *Monitor*, historical nautical charts and rare 19<sup>th</sup> century oceanography books. The team has continued to add new foundations, transformations, and visions essays as well as magazine-style feature stories. The 200<sup>th</sup> Anniversary Web site captures the depth and breadth of science, service, and stewardship across NOAA line offices and is a centerpiece for the agency's year-long celebration. By working closely with representatives from across NOAA, the Web team ensured that NOAA's diverse mission and accomplishments would be captured for years to come.

**Reducing Whale Ship Strikes in the Santa Barbara Channel, CA**  
**Submitted by: Michael Murray, Deputy Superintendent for Programs,**  
**Channel Islands National Marine Sanctuary, NOS**

**NOAA Line/Corporate Offices Involved:** NOS, NMFS

**Issue:** The fall of 2007 saw two confirmed and two suspected ship strikes take the life of endangered blue whales in southern California's Santa Barbara Channel, home to the Channel Islands National Marine Sanctuary (CINMS) and busy traffic lanes transited by nearly 7,000 ships per year. With the strikes occurring only weeks apart, the alarming and unprecedented event triggered the designation by NMFS of a marine mammal Unusual Mortality Event. Because CINMS' primary mission is to provide long term protection to the nationally significant marine resources within its boundaries, staff and management were very concerned about this incident. However, CINMS and its parent NOS Office of National Marine Sanctuaries are not the regulatory lead on protection of endangered whale species. CINMS was nonetheless at the center of the issue given that: 1) the strikes may have occurred inside the CINMS; 2) the unique local knowledge and assets available at CINMS; and 3) strong community concern and expectation that CINMS "do something." A central issue for CINMS was how to be effective in responding and affect future actions to help reduce the risk of repeated ship strikes.

**How/In What Ways Did You Demonstrate Leadership:** Following the 2007 ship strikes, CINMS organizational leadership was demonstrated by prompt and effective outreach to NMFS' Protected Resources Division, the US Coast Guard, the shipping industry, and through consultation with the Sanctuary Advisory Council. CINMS also promptly initiated frequent aerial surveys of the shipping lanes, collecting, mapping and widely distributing critical whale location data. Also, in partnership with the Scripps Institution of Oceanography, CINMS closely monitored shipping traffic and speeds. These efforts led to development of a unique, non-regulatory ship strike prevention and response plan for large cetaceans in the Santa Barbara Channel to be implemented by NOAA and the US Coast Guard. Central to the plan's precautionary element is a triggered management action that calls on ships to voluntarily reduce speeds while transiting the Santa Barbara Channel. I was (and continue to be) central to strategically engaging the Sanctuary Advisory Council in this issue, whose concern and input has been significantly influential with NOAA, the Coast Guard and the maritime industry. I also

took on a lead role in key meetings held with NMFS and the shipping industry, facilitating discussions that have paved the way for a coordinated NOS/NMFS response and fostering a new shipping industry partnership aimed at improving risk awareness and increasing compliance with requested vessel speed reductions. I have also helped to coordinate a cross-departmental “ship strike” team within the CINMS office.

**Outcome:** CINMS and NMFS have come forward with a pro-active non-regulatory plan that is being implemented in 2008. However, the fate of large cetaceans in and around the Santa Barbara Channel’s busy shipping lanes remains to be seen in 2008 and beyond. Anticipated next steps will be the convening of a Sanctuary Advisory Council committee or expanded working group to investigate the issue more broadly and develop longer-term recommendations.

**The National Polar-orbiting Operational Environmental Satellite System  
Senior Users Advisory Group ( NPOESS SUAG)**

**Submitted by: Michael F. Bonadonna, Space and Satellite Lead, NWS OS&T**

**NOAA Line Offices/Corporate Offices Involved:** NWS, NESDIS, OAR, NOS

**Others Involved:** Air Force Director of Weather, Oceanographer of the Navy, Air Force Space Command, DoD Joint Staff, NASA

**Issue:** The NPOESS SUAG is the focal point for documenting requirements and assessing user satisfaction for the tri-agency (DOC, DoD, NASA), \$12.5B NPOESS program. From 2006-2007, I served as the Senior User Representative appointed by the SUAG to the Environmental Satellite Program Executive Office (PEO) managing the NPOESS program. The Assistant Administrators of four NOAA Line Offices (NWS, NESDIS, OAR, and NOS) are members of the SUAG as are five SES-level members from the Department of Defense and NASA. During my tenure, the SUAG was chaired by BGen (ret) D L Johnson and later Ms Mary Glackin.

In the summer of 2007, the NPOESS program had begun making plans to acquire an instrument called the Microwave Imager / Sounder (MIS). Although requirements for environmental data from this type of instrument had previously been documented by the SUAG in the Integrated Operational Requirements Document – II (IORD-II), the Integrated Program Office (IPO) needed the user community to prioritize the capabilities of this series of instruments. The MIS has the potential to provide a wide variety of data on a global basis serving operational Meteorologists and Oceanographers, Climate Scientists, and the research community within the all three agencies and across the country. As with most acquisition programs, the requirements far exceeded the resources. In order to maintain delivery schedule, the IPO requested the SUAG's input within in two months.

**How/In What ways Did You Demonstrate Leadership:** As the Senior User Representative, I organized a working group to focus on the prioritization task. This working group consisted of members from the three agencies plus external technical support. It was clear from the outset that each agency had different priorities. In fact, it was not surprising to find a lack of consensus within each agency. After a few meetings to ensure everyone was working from the same set of technical and programmatic assumptions, I asked each agency to prioritize the capabilities and provide any significant caveats or rationale. I then compiled their input into a letter to be signed by the SUAG Chair for the NPOESS IPO and PEO. Subsequent meetings were held to debate the specific prioritization and caveats for the IPO's use in developing the instruments.

**Outcome:** After reaching a hard fought consensus; Ms Mary Glackin signed out the letter on behalf of the NPOESS SUAG within the requested timeline. The information provided was then used by the IPO to develop the MIS System Requirements Document and conduct a source selection activity. Three MIS instruments will be designed, developed, manufactured, and procured for launch on NPOESS satellites beginning in 2016. These instruments will provide observing continuity for 16 environmental measurements critical for operations and research.

## **Transitioning Research to Operations: A Leadership Challenge in a Resource-Constrained Environment**

**Submitted by: James E. (Jim) Cry, Program Analyst, NWS/National Data Buoy Center**

**NOAA Line/Corporate Offices Involved:** OAR, NWS/OOS, and the National Data Buoy Center

**Issue:** It has been a priority of the current NOAA leadership to transition scientific research to operations once the new technology has been proven. This is an important priority for the organization because it frees our R&D activities at OAR to focus on the future and devote their resources to new scientific breakthroughs rather than deal with the day-to-day logistical challenges of an operational project. An issue for NOAA leadership is how to mitigate any negative effects on the resources (human or capital) on the party giving up the project or on the party inheriting the project.

A successful transition of the Deep-ocean Assessment and Reporting of Tsunamis (DART) observing system took place within the past five years. Leadership at the Pacific Marine Environmental Lab (PMEL) in Seattle and the NWS/OOS/National Data Buoy Center (NDBC) in Mississippi successfully began transition of this mature technology in 2003 and the project has since grown from the first six (6) experimental buoys off the Alaskan coast to an expected 2008 FOC of 39 buoys deployed throughout the Pacific Ocean and also in the Atlantic Ocean and Caribbean Sea. This transition was accomplished with minimal impact on the resources of either organization, and it freed PMEL to pursue other research projects with their existing resources.

**How/In What Ways Did You Demonstrate Leadership:** Leadership was exhibited by the Directors of both organizations to make this a successful transition, and this was all the more important a year later when the SE-Asian tsunami resulted in catastrophic loss of life and thrust NOAA into a world leadership role in tsunami warning and disaster preparedness.

A more difficult transition of the Tropical Atmosphere Ocean (TAO) array in the equatorial Pacific from research to operations is currently underway between PMEL and NDBC. This is a large array of 59 buoys and the resources involved are much more significant. At issue is the large investment in equipment that has been made by PMEL for the equipment in the water and

how NDBC can take over the operation of this equipment (including spares) without one organization losing out over the other in terms of the capital investment required.

**Outcome:** Leaders all the way up to the DAA level have been involved in trying to mitigate the impact of NWS inheriting millions of dollars of equipment from OAR. Discussions have been ongoing for over a year to try to mitigate the resource impacts on both organizations, and although no agreement has been reached over this extended period of time, leadership is still engaged to find an equitable solution for all parties. It would be easy for leaders at NWS to withdraw from the discussions and simply take the attitude that the equipment in the water now belongs to them (possession is nine-tenths of the rule) and leave OAR to fend for itself in re-capitalizing the equipment that they say they need for other research projects. While leadership has not always been in agreement and human emotions can get in the way, it is important to note that we have a common goal of continued excellent performance of the TAO array for the benefit of society. Transitions from R&D to operations are difficult, and good leaders within each organization are striving to maintain an open dialogue.

## **Determining a Leadership Niche as an IT Manager in Meteorological Heaven**

**Submitted by: Sandra Gallagher (Sandy), PMP, IT Specialist, NWS/  
Office of Climate, Water, and Weather Services (OCWWS)**

**NOAA Line/Corporate Offices Involved:** NWS, OCWWS, OS1, Security

**Issue:** At a recent weekly OCWWS Staff meeting which is led by the OCWWS Director, it was stated that a Project was beginning that would undertake the task of collecting requirements from each of the OCWWS branches to determine future directions for each branch. The suggestion was to bring in an instructor to teach the branch managers the best practices in collecting requirements.

**How/In What Ways Did You Demonstrate Leadership:** Due to my former experience and certification as a Project Manager Professional (PMP), it seemed it would save the department funding if an in-house session developed and taught by me would be beneficial to all. It would not only provide the information needed, it would afford me the opportunity to learn the functions of the OCWWS branches. (I began my tenure at NOAA/NWS in late January 2008.)

**Outcome:** The initial meeting revealed that ‘requirements’ was not exactly the correct term for the desired outcome. The Project (called AWIPS II) goal was really to collect ideas on how to improve the current AWIPS systems. The clarification indicated that the real goal of this project, at least initially, was Strategic Planning. To standardize the method of collection, I provided a template to be used by all branches to furnish the Strengths, Weaknesses, Opportunities, and Threats for each current system. From the results, I will formulate a Strategic Plan which will be submitted for approval by the OCWWS Director and the NWS CIO. It will then be used as the blueprint for each branch’s plan of action and milestones document.

## **Partnering NOAA with Land Management Agencies to Aid Wildfire Prevention and Suppression**

**Submitted by: Harry Gerapetritis, Senior Forecaster, NOAA/NWS/Weather Forecast Office Greer, SC**

**NOAA Line/Corporate Offices Involved:** National Weather Service (NWS), National Environmental Satellite, Data, and Information Service (NESDIS)

**Others Involved:** United States Forest Service (USFS), South Carolina Forestry Commission (SCFC), Georgia Forestry Commission (GFC), North Carolina Forest Service (NCFS)

**Issue:** The current extreme drought affecting the Southeast has greatly heightened the threat of wildfires across the complex terrain of the western Carolinas and northeast Georgia this year. To meet this challenge, a highly coordinated effort between NOAA and partner land management agencies is required.

**How/In What Ways Did Your Office Demonstrate Leadership:** The National Weather Service Forecast Office in Greenville-Spartanburg, SC (WFO GSP), under the guidance of program leader John Tomko, developed a comprehensive Fire Weather Program to meet this critical agency mission. An Operating Plan for each state served by WFO GSP was developed in collaboration with federal and state forestry officials. Training sessions and technical interchange meetings were led by NWS personnel to prepare for the active fire weather season, and these sessions led to a greater understanding of the shared responsibility of the NWS and forestry officials in maintaining a basic fire weather watch.

The program put in place allows WFO GSP to pull data from a multitude of sources, including: Fire Weather Outlooks issued by NOAA's Storm Prediction Center (SPC), observed and forecast fire danger prepared by the Fire Weather Research Division of the USFS, fuel moisture data relayed by state land management agencies, and web-based Fire Analysis Products created by NESDIS. This information is then incorporated into the forecast and warning process by applying science-based tools in a Graphical Forecast Editor (GFE) to produce zone and spot forecasts of critical fire weather elements, such as: relative humidity, wind, and smoke dispersion. Heightened fire danger is then communicated to fire weather officials and the general public via Fire Weather Watches, Red Flag Warnings, and Fire Danger Statements. WFO GSP is further training station personnel to act in an Incident Meteorologist (IMET) capacity to provide on-site support for large wildfires.

**Outcome:** The interagency collaboration combined with the infusion of science and technology into the process has allowed WFO GSP to correctly predict 94% of all critical fire weather periods with a lead time of better than 16 hours thus far in 2008. (This is more than double the lead time of previous years.)

## **Technical Manuals in the Digital Age**

**Submitted By: Danny G. Green, Lead Technical Writer, NOAA/NWS/Radar Operations Center**

**NOAA Line/Corporate Offices Involved:** NWS WSR-88D NEXRAD Radar Sites and Support Offices

**Others Involved:** This also affected external agencies DoD and FAA

**Issue:** Prior to May 2001, all WSR-88D Next Generation Radar (NEXRAD) Operations and Maintenance technical manuals (TM) were distributed in printed hard copy. Not only were the documents expensive to print and ship, they also required a lot of storage room (8 feet of shelf space per set). Most field sites (our customers) maintained three full sets of the manuals in separate locations for logistical purposes. The NEXRAD system is a tri-agency operation and the impact affected the NWS, DoD and FAA.

**How/In What Ways Did You Demonstrate Leadership:** In 1997, we proposed to the NEXRAD Program Management Committee (PMC) that electronic copies of the WSR-88D operations and maintenance manuals be produced in portable document format (PDF) for distribution to the field. The PMC gave approval for an 18 month test on a few manuals.

In 1998, we produced a test CD, with five of the most used TMs, that was distributed to WSR-88D field sites. After the test period, we solicited feedback from our customers.

The successful test convinced the PMC to allow full implementation and we started full production with the next WSR-88D software build in 2001.

**Outcome:** In 1997 we printed 2000 paper copies of each core NEXRAD TM for distribution and spares. The cost of a 600 page manual was \$21,600. Today we print 425 copies of that same TM at a cost of \$4,590. Our customers have reduced the number of paper copies maintained in favor of TM CDs which cost \$1.35 each to produce and include the entire library of NEXRAD TMs. The latest version of the CD contains 40 TMs. The TM PDF files provide advantages over paper copy by being fully navigable through the bookmarks, Table of Contents, List of Figures, List of Tables and the search function. Most of the TM PDF files are also available for download from the Radar Operations Center website. NEXRAD TMs average 475 pages each, with the largest being 2040 pages. WSR-88D Build 9.0 software update and a hardware upgrade released in June 2007 included changes, and revisions to 15 current TMs. It also required the development of four new TMs.

The cost avoidance of replacing most of the TM paper copies with TM CDs was in excess of \$100,000 for this software update and hardware upgrade. With software updates and hardware upgrades occurring every 18 months, the long range cost avoidance is very substantial.

Many field sites have reduced the number of TM printed copies to one with two to four TM CDs to replace the other printed copies. This has greatly reduced the storage space required for the TMs.



**NOAA Business Process Re-Engineering**  
**Submitted by: Pamela Stevenson, Senior Budget Analyst, OAR**

**NOAA Line/Corporate Offices Involved:** NOS and OAR

**Issue:** Enhance PPBES training and institute a formal budget training program.

**How/In What Ways Did You Demonstrate Leadership:** Shortly after my arrival to NOAA in September 2005, I was given a golden opportunity. I was volunteered to work on a team as co-lead for the Business Process Re-Engineering initiative. I was to work with my NOS counterpart and we were to establish a team to help enhance PPBES training and institute a formal budget training program for all of NOAA. I was very concerned about my own efforts and what I could possibly contribute being so new to NOAA and its budget processes. My NOS counterpart and I both worked diligently on establishing a team to address these concerns. We met with persons from all over NOAA and established a working group. We brought together a group of people to meet and discuss the deadlines for our recommendations. The group was comprised of persons from NOAA Budget and included persons from each of the Line Offices. The working group met bi-weekly and each member was responsible for his/her assignment for each session. Me and my NOS counterpart were both responsible for ensuring all tasks were on target and completed within the required time frame.

**Outcome:** The two recommendations that my working group was in charge of completing were both completed on time and within the scope of the task. We provided a formal briefing to the NOAA CFO for her approval. Upon her approval the recommendations were presented to the CFO Council with an outline for the PPBES training and frame work to institute a formal budget training program for NOAA.

## Corporate Offices

### **Continued Success During High Turnover**

**Submitted by: Candace Myers, Chief, Chief Financial Officer/  
Finance Office/Financial Reporting Division**

**NOAA Line/Corporate Offices Involved:** Chief Financial Officer/Finance Office (FO) & Budget Office (BO), National Marine Fisheries Service (NMFS)

**Issue:** During FY 2007, the Financial Reporting Division (FRD) experienced a 37% turnover rate among staff on board. Additionally, during FY 2007, one essential FRD employee participated in a six-month developmental assignment outside of the division, leaving the division vulnerable in a specific area of accounting. Furthermore, 4 vacant FRD positions were filled internally by competitive promotions or laterals. Therefore, with an increase of 3 FTEs during FY 2007, 53% of FRD's 34 employees will be in new positions.

FRD is responsible for monthly/quarterly regulatory reporting, including preparing financial statement data for the Department, under tight reporting windows & deadlines. Often, reporting windows fall on holidays and contain increased requirements. Unfortunately, this FY with the staffing turnover, FRD has absorbed the workload requirements of an already overworked staff and it's not unreasonable to expect higher levels of turnover until staffing levels stabilize. Even under better staffing levels, NOAA management is aware of the potential for continued turnover and loss of corporate knowledge in the FRD due to the disruption in personal lives and holidays during the quarterly reporting windows.

**How/In What Ways Did You Demonstrate Leadership:** Upon arrival as Chief to the FRD in October 2006, I immediately assessed workload distribution within the division. I led an effort with my branch chiefs to redistribute workload among FRD branches.

As part of this effort, and to address organizational vulnerabilities, I also led an effort among NMFS and the Finance & Budget Offices to redistribute credit reform accounting activities to the appropriate office. Later in the FY, I successfully persuaded operational staff to assume other activities currently performed by FRD staff. Early in 2007, I led an effort to analyze FRD workload requirements, in comparison to current staffing levels, and successfully lobbied for 3 additional FTEs.

During the staffing shortages, I collaborated with other Finance division chiefs to loan former FRD staff during reporting times to ensure NOAA's success in meeting all reporting deadlines, as well as cross training of their knowledge and skills with new employees. During staff turnover, I maintained regular communication with FRD staff on the status of vacancies and new hires. I actively participated and assisted FRD managers in advertising vacancies and hiring

applicants, while working closely with Workforce Management to ensure continued progress of the actions. I ensured all FRD staff knew filling the vacancies was a priority for me.

During FY 2007, I established clear goals for the division and documented them in a memo distributed to all division employees – meeting reporting due dates with accurate financial data is the #1 division goal. I held various meetings with staff to acknowledge their commitment to the work requirements & thank them for meeting each reporting due date this FY. I also have tried to set an example and make myself available for my staff during the reporting windows. I have encouraged teams to review current business processes and have worked with FRD staff to identify areas where documentation and procedures were necessary for cross training.

I encourage active cross-training among division staff and acknowledge FRD employees who willingly accept additional responsibilities during staffing shortages. I coordinate quarterly team building activities to build morale among co-workers. Through the staffing turnover and uncertainty, I have kept a positive attitude and have encouraged the staff to explore opportunities that may be right for them.

**Outcome:** Due to perseverance during times of uncertainty, the division has developed into a balanced group of employees. Division responsibilities are distributed among the branches in FRD to share in the workload on the quarters more equally. Several staff members have been exposed to credit reform accounting, reducing vulnerabilities for “single point of failure,” and responsibilities have been transitioned to the appropriate areas within NOAA. During FY 2007, we have filled 18 positions and FRD employees are well informed of the status of division staffing levels. Several internal workgroups have been formed to develop strategies for improving efficiencies in our business processes and FRD employees are empowered to lead change within the division.

During FY 2007, there has been nonstop knowledge sharing with more documentation developed. Finally, due to the support received and commitment of the staff for success, they have remained highly motivated to succeed, even during times of adversity, and have not yet missed a reporting deadline.